TRANSMITTAL SLIP | DATE 15 DEC 1983

TO:
Director, ODP

ROOM NO.	BUILDING
2D0105	Hdqs

REMARKS:

FROM:

ROOM NO.	BUILDING	EXTENSION

ER 83-6018

15 December 1983

MEMORANDUM FOR: Information Systems Board Members

25X1   FROM:

Executive Secretary to the Board

SUBJECT: Minutes of 17 November 1983 Meeting of the
                  Information Systems Board

1. The Information Systems Board met on Thursday,
17 November 1983. Charles Briggs (ExDir) presided and
participants included Board members: Danny Childs (Compt),

25X1   William Donnelly

25X1   , Philip Eckman
25X1   (D/ORD), Rutledge Hazzard (D/NPIC),   (DD/OD&E for
25X1   Robert Kohler).   Clarus Rice
25X1   (D/OCR),   (C/IMS) and   (C/ASG). The
       following individuals representing Workstation Environment Working
25X1   Group attended: (C/S&TB/ASG). Chairman:
25X1   (C/TB/ED/ODP):

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                                                                 also
25X1   attended.

2. Mr. Briggs opened the meeting announcing that the minutes
of the last Board meeting of 17 October 1983 were not yet completed
and would be sent to the members shortly. (Those minutes were
distributed on 30 November 1983.) He then turned the meeting over
25X1   to   Chairman of the Workstation Environment Working
Group, who briefed the Board on the Working Group's "Interim Report
25X1   -- Combining Word and Data Processing in a Single Terminal."

25X1   3.   introduced the four other members of the Working
Group in attendance and explained that the Working Group needed the
Board's reactions in order to make the final report more
responsive. He further commented that the Working Group felt
pressured to give the Board some analysis of the issue and the range
of options quickly and thus focused their effort on the near term --
1983 to 1988. Because of the press of time, the group was forced to
omit user surveys, requirements studies, cost-benefit analysis, and
coordination. Virtually all components of the Agency interested in
workstations were represented on the group, however, so the group
felt its "collective consciousness" adequate, possibly obviating the
25X1   need for coordination and surveys.   also explained that

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the report had been written by six individuals and thanked [ ] in particular, for melding the work of the separate authors into one coherent, readable document. [ ]

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4. Rather than summarizing the report and reiterating its recommendations -- since the Board members had read the document -- [ ] instead called the attention of the Board to a few points:

a. The long-term options and recommendations should be considered as tentative and could well change in the final report, but the short term options and recommendations should be considered final. The Working Group felt that additional effort would produce no new options, nor another recommendation. [ ]

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b. The third purpose of the report -- to provide an input to the ODP's RFP (Request for Proposal) for a follow-on terminal to the current Delta Data contract -- is at least as important as the first two -- the need to inform the Board of the group's initial findings and to communicate ideas to the other working groups (page 2, paragraph 2). [ ]

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c. [ ] noted that the 300 "other types" of terminals in Figure 1 (page 7) included about 220 personal computers. He suggested that the "functional gaps" in the Agency's VDTs (page 8, paragraph 5) -- neither the Delta Data nor the Wang creates a true desk-top environment -- may be one explanation for the popularity of personal computers. Speaking of other gaps, [ ] noted the Working Group's strong conviction that training is inadequate, particularly on-line automated assistance -- largely because there is no single focal point with responsibility for training. [ ]

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d. In discussing the problems of a cost-benefit analysis (page 10), [ ] suggested that cost is relative and that it is virtually impossible to quantify the benefits of one automation plan over another, or even of automating in general, because automation changes the way people do their work. He suggested that a comparison of equipment costs to the salaries of the people who use the equipment might help. He observed that we routinely pay 7-10 percent of a secretary's salary for a typewriter, and that the same proportion of a professional employee's salary would indicate a $2,500 to $4,000 terminal. [ ]

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e. Referring to the long-term options portion of the report, [ ] mentioned the Working Group's opinion that the terminal should ultimately be the device connecting communications, memory, processing, and Artificial Intelligence (AI) for the user. As such, certain capabilities of that terminal are essential: bit mapped display to improve the quality of graphics and images, multiple windows to permit

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several functions simultaneously, and end-user programming to help reduce the applications backlog in ODP.

f. AI programs, with the potential for greatly increasing analytical productivity, are not designed to run on the IBM mainframes which are the basis of the Agency's ADP system. Such programs require special "LISP" machines, some of which

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qualify as personal computers.

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5. When _____ concluded, Mr. Briggs praised the Working Group for preparing a relatively complete and thoroughly readable analysis by the deadline set. He pointed out that the report paralleled many of the ideas expressed at the Wang Executive Seminar he had attended the previous week. The remarks of Dr. James McKenny of Harvard -- that a new era in computing is emerging in which the user is becoming increasingly involved, even to the point of designing his own workstation, and that the role of the information manager should be to support such change -- were particularly apropos. Mr. Briggs explained that ADP technicians should not dread the increased involvement of the users, recalling that operations officers once feared they would be made obsolete by new collection technologies when, in fact, the value of HUMINT has never been more

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certain.

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6. Mr. Briggs then asked the Working Group why overseas terminals had been omitted from the report. _____ answered _____ Mr. Briggs also asked the status of tempest requirements for the new and old buildings. Mr. Donnelly stated that the new building would be shielded and thus tempesting would be redundant. He also stated that a number of exceptions had been made to the tempest requirement for the present headquarters building, but that such exceptions could not be made for buildings outside the Headquarters compound. Mr. Briggs questioned the status of the Local Area Network (LAN) and Mr. Donnelly replied that a LAN would be installed in the new building and that OC has money to study

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putting a LAN in the old building as well.

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7. Mr. Briggs asked _____ to brief the Board on the minority opinion contained in her memorandum to the Board of 16 November 1983. _____ took issue with two points in the Working Group report, and suggested that:

a. Within the third option (page 15), augmenting Host-Based Word Processing, the implication that the number of Wang terminals be reduced is contrary to the needs of several Agency components and should be deleted.

b. The short-term recommendation (page 17) to meet new terminal requirements with personal computers should not be endorsed by the Board before more detailed technical studies of requirements, security, system integration, and the impact on large Agency ADP projects can be made.

8. Several Board members complimented the Working Group's report for its organization, quality, and lack of jargon. Mr. Rice pointed out that the group did exactly what it was asked to do -- an assessment of the desirability of and options for merging word and data processing in a single terminal -- and lauded the group for producing the report within the allotted, albeit short, time frame of three months. Mr. Childs asked if the recommendation to use personal computers would require a fundamental change in the Agency's computer architecture. In answer, Mr. Briggs read the following section from the report:

> ... the ultimate solution involves a fundamental change in the Agency's computer architecture, away from a centralized computing and file-server system, toward a decentralized computing base retaining the centralized file maintenance function. It may be only small consolation, but this solution is not unique to CIA; it is a world-wide trend in how large computer complexes work (page 14, paragraph 2).

25X1 [redacted] agreed that full implementation of the Working Group's recommendation would create restructuring of the present ADP
25X1 architecture. [redacted]

9. Mr. Briggs stated that the Board should be aware that a decision to adopt the Working Group's recommendation to use personal computers as a way to combine word and data processing would have a
25X1 significant impact on Agency computing in general. [redacted] suggested that the Board should not decide such a "fundamental and important" issue solely on the basis of "one interim report from one
25X1 working group." He agreed with [redacted] recommendation that further detailed, technical analysis should be done. Mr. Briggs again thanked the Working Group for its efforts and asked the members to leave the meeting so that the Board could discuss the
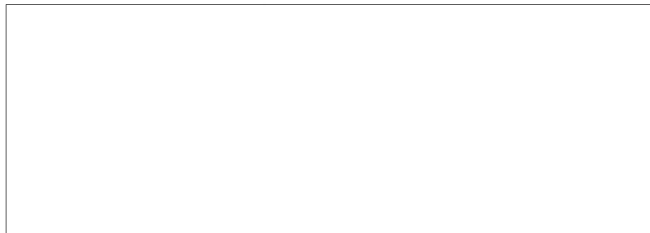25X1 report in camera. [redacted]

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10. During the ensuing discussion, [redacted] asked how many workstations the Board was talking about, since he had never seen an official Agency commitment to put a terminal on every desk. Mr. Childs felt that many employees have no need for a terminal and a study should be made of the categories of CIA functions that do require computing capabilities, but Mr. Briggs suggested that one terminal for every desk probably is the "ultimate
25X1 goal." [redacted] suggested that the operant word is "desk" -- couriers, drivers, and similar occupations have no need for a terminal, but any employee currently using a desk, telephone, and typewriter (or paper and pencil) eventually will need a terminal. Mr. Briggs commended Appendix A of the interim report to the Board, remarking that it contained much vital information about the effect of terminals on the people who use them which should be taken into
25X1 account in any technical study. [redacted]

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11. [redacted] suggested that, even if the Board approved the recommendation, a prototype study and phased introduction of any

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new equipment is the best way to proceed. [   ] agreed that prototyping is imperative if the users' long-term requirements, not ephemeral "wishes," were to be satisfied. He further criticized the interim report for not including requirements and costing information. Mr. Rice reiterated that the group had not been given

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enough time to do a formal costing and requirements analysis. [   ]

12. Mr. Briggs then suggested that Board members probably had not had sufficient time to discuss the merits of the Working Group's recommendations with their staffs and advisors and that the Board would devote the next meeting to a discussion of the issues just raised. He asked that Board members, after consulting with their staffs, express their opinions and judgments about the Working Group's recommendation in memoranda to him. He further asked the Executive Secretary of the Board to collate those memoranda and prepare an agenda for the next meeting that addresses all the issues of concern to Board members. The next meeting is scheduled for Friday, 16 December 1983 at 1330 hours in the DCI Conferece Room.

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Next 13 Page(s) In Document Denied